

S T U D Y G R O U P R E P O R T

P R O J E C T F U T U R E

18-22 April 1966

STUDY GROUP REPORT
PROJECT FUTURE

I. GENERAL

25X1A A. The study group met [REDACTED] 18 through 22 April 1966 to study two basic questions:

1. How should the Office of Communications gear itself so as to meet adequately the highly technical problems that are facing us?

2. How do we develop the next and future generations of executives/managers for the Office?

25X1A We had, as basic references, previous studies that have been made on this and similar subjects, including the Study Group of 1963, [REDACTED] 1964 paper on the subject, and [REDACTED] study made last year. From the outset, we found all of these documents were pertinent to the problem at hand and that the philosophies and concepts expressed by our predecessors were in general valid statements. Since the subject of the Office's future had been so thoroughly covered previously we did not attempt to restate or update these papers but rather, concentrated on the subject of how to implement the various ideas that have been expounded. It was our goal to delineate actions that can be taken now or in the near future that will start the Office on the road to reaching its goals.

B. We found that in discussing the two basic questions that they tended to meld together in our minds in that the managers or executives of the future will also be required to have more technical education and

experience than had been required in the past. We did not see too much difference in the two questions as stated, but tended to divide our discussions instead on the basis of time--short range problems and long range problems. We did not attempt to define a specific time frame for these two categories, but rather thought of short range as the problem of pulling ourselves up by our own bootstraps (particularly applicable to present personnel 30 to 35 years of age and older). "Long range" was considered roughly the problem of creating a whole new category of more highly educated/trained/experienced personnel across the board.

C. Since our discussions divided into actions that should be taken for the solution of long range and the short range (bootstrap) problems of the Office, the recommendations below are divided into those two basic categories. However, we believe that the implementation, on a continuing basis, of the actions under the short term category will also benefit the Office in the long run. In other words, they are complementary sets of actions that should be taken as soon as possible to improve the capabilities and the image of OC. In addition, we have recommendations grouped in an "Other Considerations" Category that are pertinent to the problem at hand but which are not necessarily subject to being implemented by OC at this time. These include recommendations for additional studies to be made on other aspects of the Office's problems.

D. The group agreed that:

1. We have a high degree of technical capability within the Office on which to build for meeting new and more highly technical requirements. However, improvement in the utilization of this capability is required.

2. Our competitive system is basically a good system for managing the careers of our personnel.

3. We recognize the need to increase the quality of personnel input at all levels.

4. A system whereby an "elite" group would be selected and groomed all the way through their careers as future managers/executives would not be desirable.

II. LONG RANGE PROGRAM

A. General

As part of the long range solution, we must accelerate the quantity of professional technical personnel inputs to the Office.

Three courses of action are proposed:

1. Establish a recognized college degree technical recruitment/training (OC Career Trainee) program operated within the Office for the development of the Office leaders of the future.

2. Exercise "eternal vigilance" regarding acceleration of technical recruitment to ensure maximum input on a continuing (no year) basis.

3. Emphasize training/education at the mid-career and pre-mid-career levels.

B. OC Career Training Program

1. Purpose: Provide a source of highly technical personnel for career development.

2. Sources:

a. Recruit college graduates at the GS-7 and GS-8 levels with the maximum engineering/scientific degree possible, particularly those

Electronic Engineers who prefer other than purely engineering work.

b. Qualified personnel on board with degrees, or those with three or more years of college, who after successful evaluation, enter the Career Training Program and are sponsored for their college degree at a later date.

Suggest maximum age limit at time of entry--30 years for recruits and 35 years for those on board. Suggested numbers--6 per year.

3. Plan Outline:

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|------|--|-----------|
| GS-7 | a. Orientation to the program. | 1 week |
| | b. Training (Modified Basic CT/E Course). | 26 weeks |
| | c. [REDACTED] | 4 weeks |
| | d. Headquarters OC Staff/Division Orientation. | 24 weeks |
| GS-8 | e. Intelligence Orientation Course. | 2 weeks |
| GS-9 | f. O/S assignment to Area Chief for "across the board utilization". | 104 weeks |
| | g. PCS Headquarters for assessment and assignment to a career panel if college graduate. If undergraduate with at least three years of college work, sponsor for degree and then assign to a career panel. | |

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It is assumed that after the above training and overseas on-the-job training, the individual will survive the competitive evaluation process and arrive at the GS-11 grade level in minimum time (approximately five to six years after EOD with OC). He will continue to compete (CEL) with his contemporaries on whatever career panel he is assigned and should be a strong candidate for lower and mid-management positions. All personnel actions on these individuals will receive complete coordination within the Career Service Board.

C. Acceleration of Technical Recruitment

We believe that technical recruitment should be and can be accelerated and that steps can be taken to keep a steady flow of applicant files leading to EOD's for the Office's requirement. This can be done by personal attention and follow-up on all processing procedures and by maintaining contacts with potential recruits. In addition, our engineers and other senior officers should join the recruiter to interview on "home campus." With our Career Training Program, we can offer a more diversified career to graduate EE's. A possible source of recruiting for additional college graduates would be an expanded Co-Op Program aimed at those who seek other than engineering careers.

D. Mid-Career (OC) Training

1. Promising young officers must be identified

by their career panels and selected by the Career Service Board to receive internal training designed to improve comprehension of OC organization, functions and problems. This should be done prior to selection for the Agency's Mid-Career Course. Upon completion of the Agency Mid-Career Course, these individuals should be given advanced training in executive management and conceptual problem solving.

2. Specific training for OC's Mid-Careerists should include:

a. Intensive orientation within OC including briefings and possible short tours of duty in each of the main office components.

b. OTR Management Courses.

c. OTR Intelligence Review.

d. OTR Operations Familiarization Course.

3. Upon completion of the Agency Mid-Career Course advanced training should include such courses as:

a. Armed Forces Staff College.

b. Executive Management Seminars.

c. Industrial College of the Armed Forces.

d. Technical training (external and internal).

e. Graduate study.

III. SHORT RANGE SOLUTIONS

A. Career Service Board

It is recommended that the OC Career Service Board be revitalized in the following areas:

1. Formulate procedures for selection of senior officers for internal/external training.

2. Review and determine what courses are required by OC vs. what courses desired by OC (not in conflict with career panel objectives).

3. Meet as a body on stated intervals to discuss interpanel personnel and procedural problems and inter-panel cross fertilization.

4. Promote harmony/unity between the now autonomous OC career panels.

B. Career Panels (including SORP)

1. An area for short range improvement in both the effectiveness of OC as well as technical proficiency lies within the purview of the individual panels. Emphasis should be placed on guided development via highly selective training so that those necessary are trained but not just for the sake of getting "courses under the belt." Duplication of courses should be avoided permitting more participation or more gain from the same participation.

2. Recommendations for formal education as well as specialized training should originate in the respective panels as under the present system, however, should be reviewed by the CSE to determine that another panel does not already have the capability or a better candidate to receive the prescribed training to fit the requirement.

C. Assignment of Engineers

1. Recognizing the need for technical input to other OC Staffs, particularly OC-T, OC-OS, and OC-S and realizing that the request for "assignment of an engineer" to a staff is by itself not too meaningful (or valid without justification for an EE position/body), the problem was discussed at length. It was concluded that an Electronic Engineer could be assigned to a selected, current, management position (Branch Chief, Deputy Staff Chief, etc.), with two advantages:

a. Daily contact with other than engineering subjects (not excluded).

b. Determining the engineers potential to assume a position of higher responsibility in that Branch or Staff at a distant date/time.

2. We visualize the procedure to be initially somewhat as follows:

a. OC-T, OC-S and OC-OS determine a specific responsible position (OS-13/14) in their Staffs to be filled by an engineer. After approval by the D/CO, Panel N will attempt to fill such a position. The request for such a person should be far enough in advance to allow for selection by Panel N from both Headquarters/field in addition to allowing time to groom replacement (suggested date for first such assignment: June 1967).

b. Panel N will select individual and arrange necessary internal backstopping.

c. Engineer be assigned on a two/three year basis initially. He may be returned to OC-E after this tour or he may be transferred to another Staff position. This to be determined by SCRP if GS-14.

IV. OTHER CONSIDERATIONS

A. Marginal Personnel

1. Two closely related problems that must be faced squarely if we are to provide opportunity and challenge for our future managers are:

a. What to do with the senior officer (GS-13 and up) who is performing in a proficient manner, but has reached his plateau and is blocking the upward movement of younger qualified and aggressive personnel.

b. What to do with the present (and future) "On-the-Job Retirees" who not only are not performing at their grade level, but who block advancement of personnel capable of moving into the higher positions and as a consequence tend to stifle the development of future managers and in many instances create dissatisfaction with the system and Office.

2. The Office position today is of such a nature that in most cases we need the personnel in category 1.a., for the next several years. Hopefully, with increased emphasis on the cultivation of managers at all levels, our personnel situation can be improved at the GS-12/13 level within five years. On the other hand, with a "shortage" of senior management talent today, the OJR is detrimental to both the immediate Office capability and its ability to prepare to meet future challenges.

3. As a first step in meeting both problems, it would seem that as an Office we must take definite steps to identify such individuals and apprise them of their deficiencies with no equivocation. This process should probably start with a strengthening of the evaluation and discussion of performance to be realistic on fitness reports. Weaknesses should be identified and confronted early in any cases. If we have misled personnel as to the quality of their performance up to the present, we must correct this impression and give such individuals fair warning.

4. It is assumed that most individuals so identified as marginal will not perceptively improve and if the situation is to be corrected further action will be required. Career panels will have to identify and document those individuals who are not performing at their grade level and those who, while meeting present job requirements, will be blocking advancement of deserving and qualified personnel in the years ahead. Immediate efforts

should be made to pin down the method of implementing either voluntary or involuntary retirement for the "On-the-Job Retirees" having entered the eligibility zone. This is of prime importance if we are to maintain the dedication of younger qualified personnel. Next we should establish a system within the Career Service Board of identifying those individuals who have reached their peak, although meeting requirements, and will serve as blocks to oncoming qualified junior personnel. This will take a careful management and review of our personnel situation, but should lead to an orderly exit of these "Adequate" employees as they meet eligibility for retirement. Hopefully, with suitable guidance, most retirements would be voluntary.

5. In summary, if we are to have a dynamic, well qualified management in the future, we must realistically evaluate personnel and be prepared to take whatever steps are necessary to move aside those that cannot meet the standards of the Organization.

B. Recommendation for Further Study Groups

1. In recognition of the fact the Office of Communications has been and is currently organized primarily to support DD/P activities and further recognition of the fact that in the past several years we have, with increasing frequency, been called upon to support activities in other directorates, the suggestion evolves that a reorganization of OC should be considered. Alternative to reorganization, perhaps some realignment of responsibilities within the present structure would suffice to ensure for example:

a. That we are properly represented to the entire Agency (not just to certain elements with whom we have dealt with on specific problems in the past) and knowledgeable of their entire OC support requirements on a timely basis.

b. That we maintain an image outside of the Office of being completely responsive to, and technically capable of handling, any current or future requirements placed upon us within the frame work of our charter.

c. That within the Office of Communications all employees in managerial positions clearly understand the line of responsibility of the Branch, Division or Staff in which they work, and equally important understand the specific responsibilities of other OC components.

d. That the responsibility for training and development of the broadest technical and managerial capability among employees in OC is fixed and that the component overseeing this very important activity be given sufficient authority to accomplish their mission.

e. That a capability (an Officer or Officers) is provided on a full time basis to study-review-inspect-problem areas within the Office and to recommend specific solutions. Such items that

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might be considered by this individual are:

relations of T/O and grades between OC Areas,
the perennial O/T problem, etc.

2. In recognition of the necessity to train and develop a greater number of personnel in the technical and management fields, it is increasingly more important to identify and select those having this type of potential. Accordingly, it is mandatory that the best people be recognized for their accomplishments and accurately identified as capable of assuming greater responsibilities. It follows then that we need the very best in competitive evaluation procedures to identify the "top of the pile." To maintain a healthy system of progression through the ranks, we can no longer "carry along" those who are not performing at or above the grade level of their position. Identifying these and utilizing the procedures available to us for transferring these individuals perhaps to other fields within OC where they might better be suited is a must. If the individual cannot qualify for such a transfer, enforcing involuntary retirement appears also as a must. It is therefore recommended that an Ad Hoc Group be charged in the relatively immediate future to revise our current CML procedures. The revision should allow identification at the top, clear recognition of those who have reached their plateau and are still producing, and include identification of those who are not performing at the grade level they hold; those blocking

opportunity for progression of junior personnel identified as capable of assuming greater responsibilities.

C. Participation in Higher Agency Management

With few exceptions, the Office of Communications has not contributed senior management personnel to fill key positions elsewhere within the Agency. BPAM, IG, DD/S, and DCI are typical of the components to which we could logically make tour assignments if requested. Such a procedure would foster understanding through closer interoffice associations. It would also offer our officers the opportunity to serve the Agency in challenging situations outside the Office of Communications. It is recommended that OC encourage assignments to key non-OC positions as a means of achieving a greater sense of participation in Agency affairs and to broaden our own perspectives.

D. Assessments

1. There are now available, through profit making organizations, testing groups that supply material and professional psychologists for the interpretation and feedback of the results. These assessment tests are primarily for the benefit of the individual himself so that he might determine where he stands compared to other individuals on a variety of subjects. This is on a much broader scope than being compared with his immediate competitors. This kind of an assessment includes personality, social and cultural traits as well as vocabulary and other characteristics.

2. Aside from self assessment benefits that would arise, management can use it as a tool to get a feel for the over-all situations in this field as opposed to the technical assessments already being covered.

3. Whether the Medical Staff now has this capability has not been determined. To what group (i.e., new recruits, degree holders, mid-careerists or even senior managers) should be assessed for their own benefit cannot be determined until the material is checked out. Material is available through commercial sources.

4. It is recommended, however, that this capability be checked out with the Medical Staff by the Training and Development Branch of OC-OS before commercial testers are considered.